

1 BASF—THE INVENTOR OF AUDIO TAPE

14 JANUARY 1980

SIS PROMOTION CEREMONY

REMARKS & PRESENTATION

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SIS PROMOTION CEREMONY

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Good afternoon. To all of you in the front right, my congratulations. My congratulations either on your moving up within the supergrades or your joining and entering into the supergrade category. We are proud of you. You are only here because we all have confidence in what you have done and, much more than that, in what your potential is for continuing to serve this Agency with greater responsibilities.

Technically speaking, you are not in or moving to supergrades. This is the first promotion cycle in which we are dealing with the Senior Intelligence Service. It is a fine difference, but it is an important one. We went to the Senior Intelligence Service in November in large measure in recognition of the fact that at this level our senior executives are Agency assets more than they are directorate assets. On the one hand, your assignments, your promotions, the management of your careers, as you move forward in the Senior Intelligence Service, will progressively be more handled by the Agency on an Agency-wide basis than by a directorate. On the other hand, with a clear cleavage today between the GS groupings and the Senior Intelligence Service more than ever you are distinguished as Agency spokesmen. Sometimes people call this becoming a generalist. That is not my concept of it at all. If your speciality is analysis, if your specialty is clandestine operations, if your specialty is communications or support, or technical innovation, this Agency must continue to draw upon your specialty and you must continue to hone that skill so that we have it available to us.

The difference, however, is in outlook, in how you deal with your specialty and in seeing to it that in dealing with it you ensure that it meshes well with all of the other necessary specialties that it takes to run this Agency. In my view, the production of intelligence today particularly requires this close integration of all the skills that are part of the intelligence profession. We do not produce good intelligence because we have good HUMINT or good SIGINT or good communications or good anything else. We produce good intelligence because we dovetail all of these things together and produce, not a directorate product and, in fact, not even an Agency product, but a Community product drawing upon all of the overt and covert assets of the United States in the field of intelligence. I think that is the cardinal trend in intelligence today is to more reliance upon this kind of mutual support. Each directorate furnishes essential pieces but if only at the DDCI's and my level are they brought together, it will be far too late.

You in the Senior Intelligence Service then must be more conscious of how the pieces you deal with fit into this whole and how you can make the most for the Agency of the pieces from your specialty. You can only do it if you understand the Agency as a whole, what its purposes are, what its problems are, where it is trying to go. So I encourage you to recognize these broader responsibilities. We indeed have good teamwork today. We have it because we have worked at it, your predecessors have worked at it. But it is on your shoulders that will rest the responsibility for continuing and even expanding that sense of teamwork within our Agency.

Finally, let me say that I think you in particular are moving into the Senior Intelligence Service, enhancing your responsibilities within that Service, at a most propitious time. Clearly, the trends of public attitude and support for the Intelligence Community of our country are changing, are swinging in our direction dramatically. We will, I am confident, gain relief soon from some of the restrictions that have been improperly placed upon us in recent years. We are working very hard and very actively on things like the Hughes-Ryan Amendment, on the Freedom of Information Act, on legislation that will curb people who release our identities like Mr. Agee, and on what is known as graymail legislation which will make it easier to prosecute offenders in the courts without our having to risk delicate classified information in order to do so.

More important perhaps even than any legislative changes that result from these initiatives is the attitudinal change in the whole environment in which we would live and work. I think the basic support that we receive is just going to be that much greater in the years just ahead than it has been in the years just behind; that we are going to be able to capitalize on this trend and perform even better for our country. This certainly does not mean that we will be exempt from criticism. But as a relative new-comer here, I can certainly appreciate how much the criticism of today is different than the criticism of just two or three years ago. I used to dread thumbing through the morning paper wondering what skelton of the past, or imagined skelton of the past, was going to appear as though it were something that had just happened yesterday afternoon. Today, when we are criticized, the issue is are we good enough, are we performing well enough,

are we giving the country enough intelligence. We will never escape that kind of criticism. There are always those who think we should and could anticipate everything that happens in the world. There are always those who have a shallow understanding of what the purposes and the limitations of intelligence are. But it is all not bad that we have this kind of constructive criticism. It is inevitable today and also because we are much more in the public eye than ever before as a result of all the attentions of the past. But it is also because the public does recognize the greater importance of what we do today than in the past. And so the public support we have been nurturing back is paying off. It is paying off in a very small reduction in the budget which the Congress enacted for us for this fiscal year from what we asked for. It is paying off in a real growth after inflation in the budget which the President is going to request for us from the Congress in just a few days time. And that budget also includes much needed increased in manpower for us in the Agency.

And speaking of manpower, this is a moment or time of great opportunity for all of us in the Agency. There are 55 of you here, or entitled to be here today. Last year at this time there were 40 and the year before that only 37 for the entire year. And these increased opportunities apply not only to the Senior Intelligence Service but throughout the structure of our Agency today.

In addition, let me point out that as we have these added resources and this additional support from the country and the public, added responsibilities go on your shoulders; responsibilities to use those resources well, to use our relaxed authorities that we obtained judiciously and to

continue to produce the same high quality intelligence that we are producing today.

Last Friday, 31 Senior Intelligence Service employees retired from this Agency. A large number and a number we regret to see go at one time because it is a lot of corporate memory, a lot of accrued talent. At the same time, I have total confidence that you who are coming in today to replace them and those who are waiting in the wings behind are ready and qualified to do that and will keep the Agency strong. You will do that though if you think broadly of what your responsibilities are today in terms of what is best for the Agency as a whole; if you are imaginative and innovative and not tied to the past when it is outdated; if you exact through your example the highest intellectual and ethical standards from your employees; and, most of all, if you remember that leadership is the key to everything, and leadership is looking after your people--our single, our most important asset. I have confidence that you will do these things and with your doing them the future, the fate of our Agency rests.

SUPERGRADES

Congrats

Advancing w/in
or
Entering supergrade

Distinguished, important step in career

1st tech not entering supergrade -

SIS -

Distinction important

SIS established in large measure in recog fact this level -

Agency assets

One hand -

Assign/promotion - progressively more Agency than
direct considerations

On other - *w/ clear cleavage GS & SIS*

You are clearly distinguished Agency spokesman

Some call it - generalist -

Not case

If specialty is analysis, operations, tech development -

still going utilize you those fields

What diff - outlook - *in dealing w/ your specialty - makes in* must even more recog production intell

is not Directorate matter - Agency matter - *Community*

Not matter HUMINT, SIGINT or analyses or comm or support

Matter of dovetailing

If 1 characteristic of trends in intell today - close
integration essential

Each directorate furnishes pieces - if only DDCI and I worry about
putting pieces together - won't work - too late at our level

SIS
You must today be more and more conscious of how pieces fit together
and how you can make *your* pieces *from your specialty* esp. int.

Can only do if understand whole Agency, its problems, and what
trying to do.

Encourage recog these *broader* responsibilities

Have good team work today

Your shoulders rest resp continuing and expanding that team work

Finally

all
You *move* into SIS or to enhanced responsibilities within at
propitious time:

- Public attitude changing

Will get relief from some restrictions

Working - Hughes

FOIA

Agee

Graymail

More important attitudinal change

- Criticism - ? *not immune - Today? is aware*
Yes - good enough

Always - never can anticipate everything

Always certain shallowness -

Not all bad

Today more public

1. In public eye more *years cut in*
2. Bec public recognizes our importance

Public support is paying off

- Bigger Agency/Community budget

Manpower increases

Increased promotion opportunities

- Pleased note -

- 55 promotions here - 1st cycle

* In aggregate, already exceeds FY 80

target - with July increment yet to go

* Compares with only 40 this time last year

* More than 1/2 of last year -

and last year was all-time high

* Already exceeds by 28 all of FY 78 (37)

- Dir Note - up across all grades - Up Women/Minorities

Added support - Challenge -

Use resources

Use any new authorities

Continue produce

In your hands -

- Last Friday lost 31 SIS veterans

Regret -

But confidence in those you coming along

* Think broadly of what's best for whole

Agency

- * Be imaginative/innovative
- * Exact through example the highest
intellectual and ethical standards of
your people
- * And most of all - remember the key to
leadership is looking after your people -
our single most important asset.